



Ontario Cycling Association

HIGH PERFORMANCE MANAGEMENT PLAN

2021 - 2025



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High Performance Mission

Create, foster, and support a leading high performance development system for Ontario's cyclists.

High Performance Vision

Ontario cyclists consistently achieve world-class performances. Ontario leads all provinces in representation on national teams.

Guiding Principles

Athlete-Centred: Programming and decision-making is focused on the best interests of developing athletes in the Train to Train - Train to Win stages of Long-Term Development.

Alignment: Programs align with Cycling Canada and foster the progress of athletes along the development pathway.

Efficiency: Avoid programming overlap and invest in projects which maximize return on investment in developing athletes.

Positive Environments: Create and maintain high quality, positive and safe training environments for all athletes, coaches, and support staff.

Capacity Growth: Increase system capacity by supporting the development of Ontario's technical leaders and coaches.



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Ontario Cycling High Performance

As the recognized Provincial Sport Organization (PSO) for Mountain Bike, Track Cycling, Road Racing, BMX, and Para-Cycling, the Ontario Cycling Association (OCA) provides structured athlete development and high performance programming with the overall goal of placing Ontario athletes on Olympic, Paralympic, and World Championship podiums. To achieve this OCA has created a High Performance pathway and plan in alignment with Cycling Canada (CC) to guide programming, investment, and provide direction for athlete development in Ontario.

Given the geographic size and capacity challenges, Ontario recognizes that there are different athlete development pathways leading to Team Canada representation. As a result, Ontario's plan supports both centralized, OCA-lead programming, and de-centralized club/personal coach training environments. It must be recognized that there is a finite amount of resources available and to maximize the return on investment, the OCA will be responsible for identifying athletes demonstrating the highest potential for international success. These decisions will be based on established best practices and in alignment with Cycling Canada gold medal profiles, podium pathways, and other established metrics. Individual athlete investments and services will require strong accountability on behalf of the athlete and coach to ensure the efficient use of expert time, equipment, and financial resources.

Key Changes to Previous Programming and New Priorities

- Programming based on annual review/assessment of identified athlete needs.
- Prioritizing investment in international-level opportunities and U23 programming.
- Designing and supporting multi-discipline and cross-over cycling opportunities for identified athletes.
- Deploying resources to avoid duplication and conflict with club/team programming and Cycling Canada initiatives.
 - e.g. "Team Ontario" projects to national championships may not be offered, unless as part of an established OCA-lead program [i.e. Para-cycling] designed to encourage greater club participation and maximize athlete exposure.
- Establishing high performance training groups/hubs in strategic locations.
- Increasing development support for BMX.
- Expanding Para-cycling programming.
- Implementing opportunities for retaining and developing female athletes and fostering leadership opportunities.



Ontario Cycling High Performance Pathway

The Ontario high performance pathway will vary somewhat by cycling sport but will follow a similar progression with opportunities for a variety of athlete entry-points.

Years Out	11+	10	9	8	7	6	5	4	3	2	1	Podium
Preparation Phase			Process Phase				Performance Phase					
Provincial Development Pool			Provincial Performance Pool		Provincial High Performance		National Elite Pool			National Prospect Pool		
National Advancement Pool			National Development Pool				National Prospect Pool					
Active Weekly/Local Races Provincial Event Participation National Event Exposure			Provincial Podium Results Top 5 U19 National Level Events International Competition Results Junior World Championships			Podium U23/Senior National Championships Top 5 result at World Cup [by year 4] Performance results at high level international events			Podium World Cups Top 5 World Championships			
Annual Training Hours	550	590	620	650	690	720	760	800	850+			
Coach prescribing/monitoring training Multiple sport participation Focus on development over performance			Clear YTP in place Performance Plan w/ key targets Implement off-bike training [i.e. S+C] Establishing HP habits [nutrition, self-care, rest, stress management] Multiple cycling sport involvement Provincial training/camps			Identified primary cycling focus Optimal year-round DTE in place Integration of sport science services Race/Trade Team in place Training within Provincial HP and/or Team Canada programming			Dedicated training towards major events/Games Continued work within Team Canada system/support			

Provincial Athlete Development Process

Ontario's plan for athlete development will utilize the following process:

1 TALENT IDENTIFICATION

Identification of athletes achieving high level performance results and/or demonstrating physiological/mental/behavioural metrics consistent with potential for international cycling success.

2 DEVELOPMENT/INVESTMENT

Support and provide **coach development, quality training environments, and integrated sport science services**, based on individual athlete assessment and planning.

3 PERFORMANCE

Allow/facilitate athletes to demonstrate their progression, through performance in high-level competition and achievement of physiological/behavioural metrics reflective of high performance athletes.





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Ontario High Performance Program

Overview

The Ontario high performance program is designed with a primary focus on athletes within the Train to Compete to Learn to Win stages of the Long Term Athlete Development Model. Athletes demonstrating potential to progress into national team programs/identified pools within 1- 4 years will be identified to receive enhanced support services and development opportunities.

Selection

Athlete selection will be conducted annually¹ with athletes remaining on the selection list for a one (1) year period. Selection will be done using established criteria developed in alignment with Cycling Canada standards and other recognized best practices. Final selections will be made by the OCA High Performance Manager (or designated) in consultation with provincial/national coaches and approved by the OCA high performance committee. Athletes must abide by and remain in compliance with established athlete agreements to remain eligible for support services.

Program Services

Programming is focused primarily on servicing the athlete through sport science integration, development camps, and competition exposure. However, this also must entail ensuring support services are in place for the athlete to access a quality training environment, supporting the development of personal coaches, and facilitating club/team led training/competition opportunities.

Athlete Support Service [varies by tier and annual resource]

- Individual Performance Plan [in-conjunction with personal coach]
- Sport Science Services [nutrition support, strength and conditioning, mental performance, etc.]
- Direct-to-Athlete Subsidies/Funding
- Priority inclusion in Ontario Training Groups/Hubs
- Priority selection to OCA HP Camps and Competitions
- Athlete Health Screening and Basic Assessments
- Sport Specific Testing and Monitoring

Coach Support Services

- Development of a Personal Coach Development Plan
- Assistance/Input on athlete Annual Training Plan
- Free access to designated coach workshops and OCA Coach Conference
- Subsidized NCCP coaching courses and educational opportunities
- Debrief with Sport Physiologist relating to athlete testing results

¹Athletes may be added/removed at any point based on performance/training/commitment



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Club/Team Services

Opportunity to apply for support for attendance at high level competitions

- Financial
- Support Staff
- Equipment Support

Opportunity to apply for partnership/enhanced support for training camps

- Financial
- Providing expertise [technical coach, sport science, etc.]

Program Requirements - Athletes

- Meet all requirements identified within OCA Targeted Athlete Chart
- Signed athlete agreement and submission of Yearly Training Plan and Individual Athlete Performance Plan upon acceptance to program.
- Quarterly check-ins (Appendix B) and submission of monitoring forms to OCA High Performance Manager.
- Mandatory participation in all agreed upon services, testing, camps, competitions identified within the Athlete Individual Performance Plan





Tier	Selection	Requirements	Benefits
Provincial High Performance/ National Prospect Pool (Tier 1)	<ul style="list-style-type: none"> a) Athletes selected into National NextGen/ Development Programs [who are not fully supported] b) Athletes selected to represent Canada at a U23/Senior World Championship [MTB/ Track/BMX/Road] c) Athletes competing at high level competition within their sport [UCI Trade Team, MTB World Cup] identified by Cycling Canada within the Prospect Pool d) Athletes meeting National/International Team time standards as identified by Cycling Canada [track, para] e) National/Provincial Coach recommendation based on demonstrated physiological performances or achievement of high level results 	<ul style="list-style-type: none"> • Athlete Individual Performance Plan • Coach self-evaluation and development plan w/ HP Manager • Athlete & Coach completion of NCCP Safe Sport Module 	<ul style="list-style-type: none"> • Direct financial training subsidy • Athlete health/fitness testing and analysis through CSIO • Sport Science/Sport Medicine services [nutrition/ mental performance/S+C] w/assistance to coach for YTP implementation • Automatic selection to identified OCA HP Training Groups, Camps, Projects • Personal coach PD support/ subsidy
Provincial Performance Pool/National Development Pool (Tier 2)	<ul style="list-style-type: none"> a) Athletes selected to represent Canada at a Junior World Championship [Road/Track/MTB/ BMX] or achieved a national junior time standard when applicable b) Athletes within 3% of the Cycling Canada "B" Para-Cycling Standards c) Athletes placing top 3 [BMX/Para] or top 5 [Road/MTB] at U19/U23 National Championships d) Athletes selected into part-time associate national team programs, identified as tracking towards national team programs [identified pool], or are demonstrating progress towards higher level competition e) Athletes in the U17 category that have captured an individual national championship and/or have demonstrated potential above their age and reflective of having success at an international level 	<ul style="list-style-type: none"> • Athlete Individual Performance Plan • Coach self-evaluation and development plan w/ HP Manager • Athlete & Coach completion of NCCP Safe Sport Module 	<ul style="list-style-type: none"> • Athlete health/fitness testing and analysis through CSIO • Sport Science/Sport Medicine services [nutrition/ mental performance/S+C] w/assistance to coach for YTP implementation • Priority selection to identified OCA HP Camps/Projects • Personal coach PD support/ subsidy
Provincial Performance Pool/National Development Pool (Tier 2)	<ul style="list-style-type: none"> a) Athletes selected into a Provincial Training Group Programs or Provincial Para-cycling HP Program [not meeting Tier 1/2 criteria] b) Athletes with consistent performance results in the U17/U19 category c) Athletes identified as having potential through performance results, physiological testing [e.g. RBC Training Ground], or provincial/ national coach recommendation d) National/Provincial Coach recommendation based on overall performances and reflective of targeted athlete profile 	<ul style="list-style-type: none"> • Yearly Training Plan • Athlete completion of NCCP Safe Sport Module 	<ul style="list-style-type: none"> • Team/Club access to competition support • Access to Sport Science workshops • Priority selection to identified OCA HP Camps/Project



Partners in Performance

The OCA is guided by the direction and objectives of key partners and stakeholders [i.e. Ministry, Cycling Canada, Canadian Sport Institute Ontario] and, as a result, this will require adapting to revised pathways, agreed upon best practices, and placing greater emphasis on targeted areas to ensure an aligned system delivery.

The OCA will seek out and work with existing partners to help build the pool of provincial talent, increase the number certified/experience coaches, and elevate the overall quality of athlete programming.

Clubs/Teams

The OCA will look to partner [financial, human resource, or otherwise] with clubs/teams providing high-level training and competition opportunities to identified athletes and those clubs working to develop capacity and infrastructure to improve or expand service delivery.

These investments will be guided by the following considerations/standards:

- Recognized club/team in good standing with the OCA
- Alignment with OCA HPMP mission/vision
- Qualified coach leading programming*
- Targeted athlete involvement [required for competition subsidy support]
- Recognized as a high-level opportunity [required for competition subsidy support].

*NCCP Introduction to Competition Certified or experienced coach with demonstrated progress towards NCCP Certification completion

Coaches

The OCA will support/invest in targeted coach professional development including creation of opportunities to be involved in OCA and partner-led projects.

These investments will be guided by the following considerations/standards:

- Recognized as being in good standing with the OCA
- Demonstrated commitment/interest in working with youth athletes [U23]
- NCCP Introduction to Competition Certified [or higher]
- Completion of NCCP Safe Sport Module
- Completion of NCCP Making Headway in Sport
- Submitted satisfactory police check
- Development of OCA-lead professional development plan



THE PLAN

The OCA's High Performance Program is based on five main initiatives, aligned to the OCA's Strategic and Operational plans as well as Cycling Canada's High Performance Program. To develop these initiatives, OCA has analyzed past and current High Performance plans and consulted with a range of key partners and stakeholders. These initiatives will enable us to attain our mission of providing a high performance training and competition environment that supports the development of Ontario's cyclists toward National Team and international success.





Initiative #1 – Talent Identification and Talent Transfer

Goal: Recruit promising athletes into high performance programming.

Overview: Provide a framework and opportunities for identification and recruitment of promising athletes, as well as talent-transfer opportunities athletes from other sports or cycling disciplines.

Tactics and Actions	Process	Outcome	KPI	Impact
<p>1.1 Standards and athlete profiles.</p> <p><i>Create and publish athlete performance profiles and standards that help identify promising athletes.</i></p>	Identify and align key performance factors used by Cycling Canada and other best in-class cycling nations (Link 3.1) performances or achievement of high level results	Promising athletes are identified and provided opportunities/resources to develop to their potential.	30% increase in athletes meeting Ontario targeted pool standards	Ontario cyclists consistently achieve world-class performances. Ontario leads all provinces in representation on national teams.
	Create/update metrics for athlete identification and selection into specific programming and investments			
	Create/Update Athlete Performance Profiles/Plans against identified metrics			
<p>1.2 Talent identification events.</p> <p><i>Hold events to identify athletes meeting performance profiles/standards.</i></p>	Design event formats (Link 1.1)	Promising athletes are identified and provided opportunities/resources to develop to their potential.	Increase of five (5) para-athletes into targeted athlete pool	
	Identify and invite target athletes			
	Plan, coordinate, and deliver			
<p>1.3 Support/investment in identified athletes.</p> <p><i>Targeted athletes identified and provided customized planning and services to enhance development</i></p>	Identify athlete for investment (Link 1.3)	Promising athletes are identified and provided opportunities/resources to develop to their potential.	80% of identified athletes complete annual Athlete Performance Plan	
	Athletes identified and placed within established pools (Link to 1.1, 1.2)			
	Athletes individual performance plans developed			
	Athlete needs and investments identified from performance plans			
	Investments and services delivered			
Monitor and Review			50% rate of conversion from Tier 2 to Tier 1	



Initiative #2 – High Performance Training Environments

Goal: Provincially identified athletes participate in training environments optimized for development and performance.

Overview: Ensure that centralized, decentralized (i.e. individual and regional hub-based) and/or partner-led training environments meet high level standards and best practices for athlete development. This includes ensuring athlete training reflects the demands of the sport by providing support as needed to foster optimal training and recovery of provincially identified athletes.

Tactics and Actions	Process	Outcome	KPI	Impact
2.1 Definition and standards. <i>Agreed standards defining characteristics of a performance training environment.</i>	Analyze: success factors in ON training environments			
	Consult: feedback on standards from stakeholders			
	Draft: standards			
	Finalize and share			
2.2 Partner program. <i>Recruitment of OCA clubs/teams meeting OCA HPMP standards, resulting in expanded athlete access to safe, high-quality HP development.</i>	Creation of incentive/recognition program to incentivize clubs/teams to improve training quality and implement safe sport principles	Ontario has quality training environments established in key areas of the province.	10 clubs/teams recognized as OCA performance partners. Creation of 6 OCA High Performance Training Groups/ Hubs	Ontario cyclists consistently achieve world-class performances. Ontario leads all provinces in representation on national teams
	Partner and recognize clubs/teams for meeting established standards as OCA Performance Partners			
	Collaborate: identify targeted support and areas of partnership			
	Monitor and review			
2.3 Regional training groups/hubs. <i>Creation of regional training groups/hubs to support athlete development needs. May include participation of Partner club/teams.</i>	Analyze: regional groupings of eligible athletes by discipline; available resources (facilities, coaching, partners, etc.), alignment with national hubs.			
	Prioritize/target training hub and establish support services			
	Application/selection of athletes			
	Monitor and review			



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Tactics and Actions	Process	Outcome	KPI	Impact
<p>2.4 Warm-weather training opportunities.</p> <p><i>Delivery of warm-weather training opportunities as determined by assessment of Provincially-identified athlete needs.</i></p>	<p>Consultation with identified athletes to assess facilitating winter needs Identify opportunities and resources. (Link 1.2, 1.3)</p> <p>Identify priority format [endurance based, MTB on-trail, etc.]</p> <p>Establish partner opportunities and staffing (Link 4.3)</p> <p>Host camp(s)</p>	<p>Identified athletes have access to best in class training opportunities reflective of the demands of their sport</p>	<p>10 clubs/teams recognized as OCA performance partners</p>	<p>100% of identified Tier 1 & 2 endurance athletes have access to warm-weather training opportunities</p> <p>Tier 3 athlete pool maintains/grows annually</p>
<p>2.5 Clinics and camps.</p> <p><i>Scheduling and delivery of training clinic and camp opportunities – addressing targeted athlete needs and building the development pool</i></p>	<p>Assessment of system and athlete needs</p> <p>Establish camp type [Development, Technical Skill, Endurance]</p> <p>Identify opportunities and resources (Link 1.2, 1.3)</p> <p>Plan, coordinate and deliver</p>			





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Initiative #3 – Integrated Support Services

Goal: identified athletes access integrated support services that enhance development and performance.

Overview: identified athletes are supported to access sport science, health, and performance testing/monitoring, guidance and support according to performance tier and identified needs.

Tactics and Actions	Process	Outcome	KPI	Impact
3.1 Performance testing. <i>Identified athletes participate in performance testing to inform training programs and evaluate progress along the athlete pathway.</i>	Annual assessment of athlete needs and eligibility (Link 1.1)			
	Identify and invite athletes. (Link 1.3)			
	Alignment/identification of testing needs Talent Identification (Link 2.1)			
3.2 Health and ancillary support. <i>Identified Ontario athletes access health and sport science support as needed to support optimal development and performance.</i>	Facilitate baseline health assessment on identified athletes (Link 1.4)	Athletes train and perform at optimal physical and mental health Athletes have acquired the knowledge/behaviours reflective national team profiles	80% of identified athletes report the OCA IST services addressed their needs/gaps annually 75% of Tier 1 and 2 athletes maintain progression in testing results consistent with athlete profile/standards annually	Ontario cyclists consistently achieve world-class performances. Ontario leads all provinces in representation on national teams.
	Identify support/intervention areas and formulate strategic investment of services based on athlete assessments and performance plans (Link 1.4)			
	Request/schedule sport science services with key partners (i.e. CSIO)			
	On-going monitoring and evaluation			
3.3 Educational programs. <i>Sport science training provided to identified and developing athletes (e.g. clinics, virtual workshops) to improve training habits and overall performance.</i>	Identification of common issues and key athlete learning areas with SS/SM practitioners and coaches		100 athletes complete the OCA Athlete Education Program	
	Develop and schedule targeted education sessions within camp and virtual settings in alignment with Cycling Canada			
	Deliver programs			
	Conduct athlete self-assessment of athlete habits and behaviours			



Initiative #4 – Coach and Technical Leader Development

Goal: Ontario coaches and technical leaders develop expertise and build experience in high performance settings.

Overview: Coaches of identified athletes and related technical leaders have opportunities for education, mentoring, and participation in high performance training, testing and competition environments that support their development to foster optimal training and recovery of provincially identified athletes.

Tactics and Actions	Process	Outcome	KPI	Impact
<p>4.1 Standards and Coach Profiles.</p> <p><i>Create and publish a high performance coach development pathway with best practice standards.</i></p>	<p>Review and update minimum safe sport and NCCP education requirements</p> <p>Create a coach directly for publication to recognize Introduction to Competition and Performance Development Coaches – or an “OCA Recognized Coach” which could be a combination of items</p>		40 coaches complete program and follow through with a personal development plan	
<p>4.2 Coach development program.</p> <p><i>Coaches of identified athletes have a personalized development plan and receive support to enhance their expertise.</i></p>	<p>Identify and invite coaches. (Link 1.2, 1.3)</p> <p>Assessment of coach goals, needs and eligibility (Link 4.1)</p> <p>Creation of development plan and investments (Link 4.1)</p> <p>Monitor progress and review</p>	Coaches of identified athletes up to date on best practices and alignment with athlete pathways	20 coaches pursue NCCP Performance Competition Development certification or CDAG	Ontario cyclists consistently achieve world-class performances. Ontario leads all provinces in representation on national teams.
<p>4.3 Coach and leader education program.</p> <p><i>Coaches and leaders have opportunities to work with provincial projects, national coaches and participate in high-level camps/competitions.</i></p>	<p>Annual assessment of coach needs (Link 4.2) and common gap areas</p> <p>Plan key in-person and virtual initiatives, prioritizing identified coaches (Link 1.2, 1.3) and underrepresented coaches (i.e. female coaches)</p> <p>Monitor and review</p>	Ontario represents more coaches at national level than other provinces	Maintain a pool of 50 certified, experienced coaches for OCA projects	
<p>4.4 Coach and leader experience and mentoring program.</p> <p><i>Coaches and leaders have opportunities to work with provincial projects, national coaches and participate in high-level camps/competitions</i></p>	<p>Annual assessment of coach needs (Link 4.2) and eligibility (Link 4.1)</p> <p>Plan/schedule of staffing opportunities (Link 1.4, 1.5, 2.2, 2.3)</p> <p>Delivery and review</p>	Ontario has trained and experienced coaches in all cycling sports and regions	10 coaches identified as having experience/training in para-cycling	
			30 female coaches participate in OCA programming/projects	



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Initiative #5 – Participation in Key Development Competitions

Goal: Identified athletes gain exposure to high level competitions that reflect the demands of international level racing.

Overview: Based on ongoing assessment of identified athlete need, athletes are supported to participate in selected competitions, including OCA-led and/or partner-led projects.

Tactics and Actions	Process	Outcome	KPI	Impact
5.1 Identification and selection of annual competition projects. <i>Competitions and project organizers (OCA or partner) scheduled annually, based on season and athlete needs.</i>	Annual assessment of athlete needs (Link 1.3)	Identified U23 athletes have multiple performance results at high-level/international competitions Endurance-based athletes exposed to cross-discipline competition	Ontario represents 40% of the athletes selected to U19/U23 World Championship Teams 80% of Identified [Tier 1/2] athletes compete at international-level competitions annually 80% of Identified [Tier 3] athletes compete at a national level competitions annually	Ontario cyclists consistently achieve world-class performances. Ontario leads all provinces in representation on national teams.
	Identify opportunities and resources. (Link 1.4, 2.1)			
	Establishment of development vs. performance focused projects and publish calendars			
5.2 Delivery of OCA-led projects. <i>Identified athletes access high level competition opportunities in OCA-led competition projects.</i>	Coordination/planning of identified projects and staff selection (Link 4.2)			
	Lead supported projects			
	Monitor and review			
5.3 Delivery of partner-led projects. <i>Identified athletes, and developing athletes, are provided high level competition experience through support of partner-led projects.</i>	Support planning/coordination by partners (Link 1.1, 1.2)			
	Establish agreed upon investments, requirements, and outcomes (Link 1.2, 1.3)			
	Monitor and review			





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